Pecyn Dogfen Gyhoeddus

Sir y Fflint / Flintshire County Council

Swyddog Cyswllt:
Maureen Potter 01352 702322
maureen.potter@flintshire.gov.uk

At: Cyng Dave Mackie (Cadeirydd)

Y Cynghorwyr: Janet Axworthy, Marion Bateman, Sean Bibby, Geoff Collett, Andy Dunbobbin, Carol Ellis, Paul Johnson, Tudor Jones, Brian Lloyd, Ralph Small, Martin White, Andy Williams and David Wisinger

Dydd Mawrth, 3 Medi 2019

Annwyl Gynghorydd,

Fe'ch gwahoddir i fynychu cyfarfod Pwyllgor Trosolwg a Chraffu Newid Sefydliadol a fydd yn cael ei gynnal am 10.00 am Dydd Llun, 9fed Medi, 2019 yn Ystafell Bwyllgor Delyn, Neuadd y Sir, Yr Wyddgrug CH7 6NA i ystyried yr eitemau canlynol

R H A G L E N

1   YMDDIHEURIADAU

Pwrpas: I dderbyn unrhiw ymddiheuriadau.

2   DATGAN CYSYLLTIAD (GAN GYNNWYS DATGANIADAU CHWIPIO)

Pwrpas: I dderbyn unrhyw ddatganiad o gysylltiad a chynghori'r Aelodau yn unol a hynny.

3   COFNODION (Tudalennau 3 - 10)

Pwrpas: I gadarnhau, fel cofnod cywir gofnodion y cyfarfod ar 1 Gorffennaf a 9 Gorffennaf 2019.

4   RHAGLEN GWAITH I'R DYFODOL A OLRHAIN GWEITHRED (Tudalennau 11 - 18)

Adroddiad Hwylusydd Trosolwg a Chraffu

Pwrpas: I Ystyried y flaenraglen waith Pwyllgor Trosolwg & Chraffu Newid Sefydliadol a rhoi gwybodaeth i'r Pwyllgor o'r cynnydd yn erbyn camau gweithredu o'r cyfarfod blaenorol.

5   **MODELAU DARPARU AMGEN CAM 2** (Tudalennau 19 - 24)

Adroddiad Prif Weithredwr, Prif Swyddog (Stryd a Chudliant) - Aelod Cabinet dros Reolaeth Gorfforaethol ac Asedau

Pwrpas: Nodi cynnwys yr adroddiad yn dilyn cymeradwyaeth y Cabinet ar 16 Gorffennaf.

6   **MENTER BWYD SIR Y FFLINT AC YMATEB I'R TLODI BWYD** (Tudalennau 25 - 28)

Adroddiad Prif Swyddog (Tai ac Asedau) - Aelod Cabinet dros Reolaeth Gorfforaethol ac Asedau

Pwrpas: Cyflwyno a cheisio barn ar y cynnig am fodel Menter Gymdeithasol newydd er mwyn helpu i leihau tlodi bwyd yn y Sir.

7   **ADRODDIAD CYNLLUN Y CYNGOR AR GYFER 2018/19** (Tudalennau 29 - 44)

Adroddiad Prif Weithredwr, Prif Swyddog (Tai ac Asedau), Prif Swyddog (Gwasanaethau Cymdeithasol) - Aelod Cabinet dros Reolaeth Gorfforaethol ac Asedau, Arweinydd y Cyngor ac Aelod Cabinet Addysg

Pwrpas: Adolygu'r cynnydd wrth gyflawni gweithgareddau, lefelau perfformiad a lefelau risg presennol fel y nodwyd yng Nghynllun y Cyngor 2018/19.

DEDDF LLYWODRAETH LEOL (MYNEDIAD I WYBODAETH) 1985 - YSTYRIED GWAHARDD Y WASG A'R CYHOEDD

Mae'r eitem a ganlyn yn cael ei hystyried yn eitem eithriedig yn rhinwedd Paragraff(au) 14 Rhan 4 Atodiad 12A o Ddeddf Llywodraeth Leol 1972 (fel y cafodd ei diwygio)

Mae'r adroddiad yn cynnwys gwybodaeth fasnachol sensitif sy'n perthyn I drydydd parti ac mae budd y cyhoedd o beidio a datgelu's wybodaeth yn bwysicach na budd y cyhoedd wrth ddatgelu'r wybid.

MENTER BWYD SIR Y FFLINT AC YMATEB I'R TLODI BWYD (ATODIAD CYFRINACHOL I EITEM AGENDA RHIF 6) (Tudalennau 45 – 80)

Yn gywir

Robert Robins
Rheolwr Gwasanaethau Democrataidd

ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE
1 JULY 2019

Minutes of the meeting of the Organisational Change Overview & Scrutiny Committee of Flintshire County Council held at Holywell Leisure Centre, Fron Park Road, Holywell, on Monday, 1 July 2019.

PRESENT: Councillor Dave Mackie (Chairman)
Councillors: Janet Axworthy, Marion Bateman, Sean Bibby, Geoff Collett, Andy Dunbobbin, Paul Johnson, Tudor Jones, Brian Lloyd, Mike Reece, Ralph Small, Martin White, Andy Williams, and David Wisinger

APOLOGIES: Councillor Carol Ellis

ALSO PRESENT: Councillors Christine Jones and Patrick Heesom

CONTRIBUTORS: Councillor Ian Roberts, Leader of the Council and Cabinet Member for Education, Councillor Billy Mullin, Cabinet Member for Corporate Management and Assets, Councillor Dave Hughes, Cabinet Member for Housing, Chief Officer (Housing and Assets), and Corporate Finance Officer

IN ATTENDANCE: Overview & Scrutiny Facilitator and Democratic Services Officer

10. **DECLARATIONS OF INTEREST**

Councillors Paul Johnson and Tudor Jones declared a personal and prejudicial interest in the following item:

Item 6: Holywell Leisure Centre Community Asset Transfer

11. **MINUTES**

The minutes of the meeting held on 13 May 2019 were submitted.

RESOLVED:

That the minutes be approved as a correct record and signed by the Chairman.

12. **FORWARD WORK PROGRAMME AND ACTION TRACKING**

The Overview and Scrutiny Facilitator presented the current Forward Work Programme for consideration. She drew attention to the items scheduled for the meeting of the Committee to be held on 9 September 2019.

RESOLVED:

(a)   That the Forward Work Programme as submitted be approved;

(b)   That the Overview & Scrutiny Facilitator, in consultation with the Chair of the Committee, be authorised to vary the Forward Work Programme between meetings as the need arises; and

(c)   That the progress made in completing the outstanding actions be noted.

13.   THE COUNCIL'S CLOSED CIRCUIT TELEVISION SERVICE AND A SHARED SERVICE WITH WREXHAM

The Chief Officer (Housing & Assets) introduced a report to inform Members of proposals for joint working with Wrexham County Borough Council regarding the merging of Flintshire County Council's CCTV monitoring service with that of Wrexham.

The Chief Officer provided background information and advised that the report considered a number of options relating to CCTV installation as set out in the report. Relocation of the CCTV service to Wrexham would provide a joint CCTV service managed by Wrexham. Flintshire would remain responsible for fibre costs, camera maintenance and replacement. Wrexham's facility in Redwither Tower is modern with a layout which envisaged additional partners. The option to merge services would provide resilience and manage costs more effectively.

The Chief Officer referred to the main considerations, as detailed in the report, around the Council's CCTV service and the need for change. He explained that there were a number of additional benefits that could be grown from a joint approach with Wrexham which included the provision of a key-holding service and alarm monitoring service.

During discussion the Chief Officer responded to the comments and questions raised by Members concerning the information provided on actual service costs and proposed costs split by Authority as appended to the report. The Chief Officer also responded to the further questions and concerns raised around relocation costs, the implications for staffing arrangements and terms and conditions, and ongoing provision of a CCTV service in town and community Councils. Cllr Janet Axworthy asked that the Committee be kept up to date with the staff implications/negotiations. It was agreed that an update report would be scheduled on the Forward Work Programme for consideration at a future meeting of the Committee in 6-8 month's time.

Councillor Sean Bibby commented on the value of CCTV services to North Wales Police and asked if their financial contribution was being reviewed. The Chief Officer confirmed that this matter would need to be raised with the Police and Crime Commissioner for North Wales. He said that Wrexham County Borough Council had already raised the issue of funding with North Wales Police noting that a more sustainable funding model for CCTV services in the future would need to be explored.

Councillor Dave Wisinger asked that Members of the Committee be given the opportunity to view the new facility when operational. The Chief

Officer confirmed that this would be arranged through Wrexham County Borough Council once the arrangements had "bedded-in" with Wrexham.

RESOLVED:

(a)   That the Committee supports the merging of the CCTV monitoring function with Wrexham having been assured over service continuity;

(b)   That the Committee is kept up to date with the staffing implications/negotiations with an update report to be submitted to the Committee in 6/8 months; and

(c)   That the Committee support officers considering opening discussions with the Police and Crime Commissioner for a higher contributions to future CCTV costs.

14.   **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 – TO CONSIDER THE EXCLUSION OF THE PRESS AND PUBLIC**

RESOLVED:

That the press and public be excluded for the remainder of the meeting for the following items by virtue of exempt information under paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

15.   **HOLYWELL LEISURE CENTRE COMMUNITY ASSET TRANSFER**

        The Chief Officer (Housing and Assets) introduced a report to enable the Committee to review the progress of Holywell Leisure Centre Community Asset Transfer since establishment in April 2017. He provided background information and context and advised that the report looked back on the last financial year, reviewed the current financial year's business plan, and provided the business plan for 2019/20 for consideration.

        The Chief Officer reported on the main considerations as detailed in the report, and referred to the targets for 2018/19 and the business plan, appended to the report, which sets out the key priorities, action pan, and financial proposals up to 2020/21.

        Cllr David Wisinger expressed concerns around the cost for repair and maintenance works to be undertaken on the building.

        During discussion Members commented on the revenue support provided by the Council to Holywell Leisure Centre. Councillor Janet Axworthy proposed that the revenue support funding be provided beyond 2019/20 and potentially increased. The proposal was seconded by Councillor Dave Mackie. When put to the vote this was not carried. The Leader of the Council said that whilst he acknowledged the support to provide future funding, Members needed to be mindful of making commitments without considering details of funding levels for the Council for 2020/21.

The Chairman expressed thanks on behalf of the Committee to the Trustees and management team for the progress and achievements gained and the ongoing success of Holywell Leisure Centre.

The recommendation was proposed by Councillor Andy Dunbobbin and seconded by Councillor Dave Mackie.

RESOLVED:

That the Committee support and endorse the Business Plan for Holywell Leisure Centre.

16. **MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE**

There were no members of the press or the public in attendance.

(The meeting started at 11.00 am and ended at 12.55 pm)

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Chairman

ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE
9 JULY 2019

Minutes of the meeting of the Organisational Change Overview & Scrutiny Committee of Flintshire County Council held at Cambrian Aquatics Sports Centre, Wepre Drive, Connah's Quay on Tuesday, 9th July 2019.

PRESENT: Councillor Dave Mackie (Chair)

Councillors: Janet Axworthy, Sean Bibby, Geoff Collett, Andy Dunbobbin, Paul Johnson and Tudor Jones

SUBSTITUTES: Councillor Ted Palmer (for Martin White)

APOLOGIES: Councillors Brian Lloyd, Mike Reece, Ralph Small, Andy Williams and David Wisinger

CONTRIBUTORS: Councillor Carolyn Thomas, Deputy Leader and Cabinet Member for Streetscene and Countryside; Chief Officer (Housing and Assets) and Finance Manager (Community Services)

Cambrian Aquatics Directors: Sarah Breeze, Steve Carney, Mike Lewis and Simon Morgan

IN ATTENDANCE: Community & Enterprise Overview & Scrutiny Facilitator and Democratic Services Support Officer

17. DECLARATIONS OF INTERESTS (INCLUDING WHIPPING DECLARATIONS)

Councillor Andy Dunbobbin declared a personal interest in agenda item 3 as a member of Connah's Quay Town Council who provided financial support to Cambrian Aquatics.

Councillor Tudor Jones also declared a personal interest in agenda item 3

18. LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 – TO CONSIDER THE EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

That the press and public be excluded for the remainder of the meeting for the following items by virtue of exempt information under paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

19. **CONNAH'S QUAY SWIMMING POOL: CAMBRIAN AQUATICS STRATEGIC BUSINESS PLAN 2018/21**

The Chief Officer (Housing & Assets) thanked Cambrian Aquatics for inviting the Committee to hold their meeting at the Centre and asked the four Directors to introduce themselves to Members.

Following introductions the Directors then provided a detailed presentation which included information on the following:-

- Year 2 Recap
- Targets on a Page May 2019 (Actions plans to move all areas to Green)
- Community and Social Benefits
- Summary 2018 /19
- Year 3 Objectives
- Summary

The Chief Officer thanked the Directors for their presentation and congratulated the team on their fantastic achievements so far. He outlined the support provided by the Council but also raised concerns around the risks to the enterprise. He said that he would be holding regular meetings with the Board to understand and discuss areas of concern and said that the team should be very proud of their work and what they have achieved especially around the increase in participants for the 'learn to swim'.

The Chair agreed saying they had had a tough start but the 'learn to swim' was key to the business. The Finance Manager commented on the "learn to swim" programme and said that she was pleased the Board were now looking to expand programmes which did not involve swimming which would assist in establishing continued revenue.

Members congratulated the Board on their achievements. Councillor Andy Dunbobbin said that he would be happy to meet the Board in his role as Chair of Recreation for Connah's Quay Town Council to discuss future projects. Councillors Sean Bibby and Janet Axworthy both commended the Board and agreed to inform their respective Town/Community Councils of the work being undertaken to hopefully be able to provide future financial assistance.

Councillor Tudor Jones commented on the recent announcement from Welsh Government to reduce the Free Swimming Grant and asked how Cambrian Aquatics were preparing to mitigate this reduction. The Directors explained that they had held meetings to discuss their concerns on the impact of this reduction, especially for people over the age of 60 and agreed that a joint approach across all Flintshire pools could be progressed.

During discussion, the Directors responded to comments and questions raised by Members concerning cash flow and reserves, proposed costs and timescales for maintenance and repairs and the make-up of the Board. The Chief Officer commented on the various skills of the individual Board Members.

The Committee then discussed grant options and the Wheelabrator Parc Adfer Community Benefit Fund. There were opportunities to apply for grant support as this was targeted at the Deeside Partnership area.

The Chairman thanked the officers and Directors for responding to the questions and comments from the Committee.

<u>RESOLVED:</u>

That the Business Plan with Cambrian Aquatics be supported and endorsed.

Mae'r dudalen hon yn wag yn bwrpasol

ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Monday 9th September, 2019
Report Subject	Forward Work Programme and Action Tracking
Cabinet Member	Not applicable
Report Author	Overview & Scrutiny Facilitator
Type of Report	Operational

EXECUTIVE SUMMARY

Overview & Scrutiny presents a unique opportunity for Members to determine the Forward Work programme of the Committee of which they are Members. By reviewing and prioritising the Forward Work Programme Members are able to ensure it is Member-led and includes the right issues. A copy of the Forward Work Programme is attached at Appendix 1 for Members' consideration which has been updated following the last meeting.

The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Organisational Change Overview & Scrutiny Committee.

The report also shows actions arising from previous meetings of the Organisational Change Overview & Scrutiny Committee and the progress made in completing them. Any outstanding actions will be continued to be reported to the Committee as shown in Appendix 2.

RECOMMENDATION	
1	That the Committee considers the draft Forward Work Programme and approve/amend as necessary.
2	That the Facilitator, in consultation with the Chair of the Committee be authorised to vary the Forward Work Programme between meetings, as the need arises.
3	That the Committee notes the progress made in completing the outstanding actions.

REPORT DETAILS

1.00	EXPLAINING THE FORWARD WORK PROGRAMME AND ACTION TRACKING
1.01	Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Improvement Plan.
1.02	In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows: 1. Will the review contribute to the Council's priorities and/or objectives? 2. Is it an area of major change or risk? 3. Are there issues of concern in performance? 4. Is there new Government guidance of legislation? 5. Is it prompted by the work carried out by Regulators/Internal Audit?
1.03	In previous meetings, requests for information, reports or actions have been made. These have been summarised as action points. Following a meeting of the Corporate Resources Overview & Scrutiny Committee in July 2018, it was recognised that there was a need to formalise such reporting back to Overview & Scrutiny Committees, as 'Matters Arising' was not an item which can feature on an agenda.
1.04	It was suggested that the 'Action tracking' approach be trialled for the Corporate Resources Overview & Scrutiny Committee. Following a successful trial, it was agreed to extend the approach to all Overview & Scrutiny Committees.
1.05	The Action Tracking details including an update on progress is attached at Appendix 2.

2.00	RESOURCE IMPLICATIONS
2.01	None as a result of this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	In some cases, action owners have been contacted to provide an update on their actions.

4.00	RISK MANAGEMENT
4.01	None as a result of this report.

5.00	APPENDICES
5.01	Appendix 1 – Draft Forward Work Programme Appendix 2 – Action Tracking for the Organisational Change OSC.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Minutes of previous meetings of the Committee as identified in Appendix 2. **Contact Officer:** Margaret Parry-Jones Overview & Scrutiny Facilitator **Telephone:** 01352 702427 **E-mail:** Margaret.parry-jones@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Improvement Plan:** the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.

Mae'r dudalen hon yn wag yn bwrpasol

Organisational Change Overview & Scrutiny Committee
Forward Work Programme 2019/20

DATE	SUBJECT	O&S FOCUS	REPORT FROM
Monday 28th October 2019 10.00 am	**Scoping paper for new Alternative Delivery Models**	Consultation	To be confirmed
	Forward Work Programme and Action Tracking	Consultation	Ceri Shotton
Monday 9th December 2019 10.00 am	**Mid-Year Council Plan 2018/19 Monitoring Report**	Monitoring and Assurance	Ceri Shotton
	Forward Work Programme and Action Tracking	Consultation	Margaret Parry-Jones
Monday 27th January 2020 10.00 am	**Update on Alternative Delivery Model for Learning Disability Day Care and Work Opportunities**	Monitoring and Assurance	Neil Ayling
	Forward Work Programme and Action Tracking	Consultation	Ceri Shotton
Monday 16th March 2020 10.00 am	**NEWydd Catering and Cleaning Progress Review**	Monitoring and Assurance	Steve Jones
	Update report on the Council's CCTV shared Service with Wrexham	Monitoring and Assurance	Neal Cockerton
	Quarter 3 Council Plan 2018/19 Monitoring Report	Monitoring and Assurance	Ceri Shotton
	Forward Work Programme and Action Tracking	Consultation	Margaret Parry-Jones

Organisational Change Overview & Scrutiny Committee
Forward Work Programme 2019/20

Monday 11th May 2020 10.00 am	**Aura Leisure and Libraries Progress Review**	Monitoring and Assurance	Colin Everett
	Forward Work Programme and Action Tracking	Consultation	Ceri Shotton
Monday 29th June 2020 10.00 am	**Holywell Leisure Centre Community Asset Transfer**	Monitoring and Assurance	Neal Cockerton
	Quarter 4/Year-end Council Plan 2018/19 Monitoring Report	Monitoring and Assurance	Ceri Shotton
	Forward Work Programme and Action Tracking	Consultation	Margaret Parry-Jones

Items to be scheduled

- Flintshire County Council's Property Asset Rationalisation Programme
- Social Enterprises
- Site visit to new CCTV facility when operational – Suggested by Committee on 1st July, 2019

ACTION TRACKING FOR THE ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

Meeting Date	Agenda item	Action Required	Action Officer(s)	Action taken	Timescale
13.05.2019	7. Aura Progress Review	Councillors Paul Shotton and Ian Dunbar asked for an update on Connah's Quay Sports Hall. Officers agreed to discuss with local Members a way forward.	Mike Welch		
01.07.2019	5. The Councils Closed Circuit Television Service and a Shared Service with Wrexham	Cllr Dave Wisinger asked that Members of the Committee be given the opportunity to view the new facility when operational.	Ceri Shotton / Neal Cockerton	Added to Forward Work Programme to be arranged at the appropriate time.	On-going
01.07.2019	5. The Councils Closed Circuit Television Service and a Shared Service with Wrexham	In line with recommendation (b), an update report be added to the Committee Forward Work Programme.	Ceri Shotton / Neal Cockerton	Item added to the Committee Forward Work Programme for the meeting on 16.03.2020	Completed
01.07.2019	5. The Councils Closed Circuit Television Service and a Shared Service with Wrexham	In line with recommendation (c), officers considering opening discussions with the Police and Crime Commissioner for a higher contributions to future CCTV costs.	Neal Cockerton		

Tudalen 17

Mae'r dudalen hon yn wag yn bwrpasol

CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

ORGANISATIONAL CHANGE OVERVIEW AND SCRUTINY COMMITTEE	

Date of Meeting	Monday, 9th September 2019
Report Subject	Alternative Delivery Models Phase 2
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive; and Chief Officer (Streetscene and Transportation)
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council adopted a programme of transferring selected services from direct delivery models to Alternative Delivery Models (ADM) in 2014. The programme was a big part of a renewed strategy for organisational change, and was designed to make significant annual revenue savings as a contributor to the Medium-Term Financial Strategy, whilst ensuring the protection of those services into the future. This initial programme has been completed successfully.

The Council is now ready for a second phase of the programme. This phase of the programme is more expansive with a wide range of concepts for alternative service delivery models for existing services and new models for new service innovations.

The report seeks support for the second phase of the programme, with each of the proposed service models detailed in this report to be explored further with progress reports to follow. Cabinet has already approved this priority list of potential ADMs with inclusions in the recently adopted Council Plan.

RECOMMENDATIONS	
1	That the Committee supports the second phase of the Alternative Delivery Model programme.
2	That the Committee receives further reports, alongside Cabinet, which evaluate each of the proposed service models for more detailed consideration prior to any formal decision on their future, noting that several of the models are well advanced and that one (the CCTV Monitoring Service) has been given a separate and prior approval.

REPORT DETAILS

1.00	THE ALTERNATIVE DELIVERY MODEL (ADM) PROGRAMME
1.01	The Council adopted a programme of transferring selected services from a direct delivery model to an alternative delivery model in 2014. The programme was a key part of a renewed strategy for organisational change and was designed to make significant annual revenue savings, as a contributor to the Medium-Term Financial Strategy, whilst ensuring the protection of those services. This programme has been completed successfully. The completed service transfers are: - • Leisure and Library Service – Aura Leisure and Libraries Ltd • Catering and Facility Management Services – Newydd • Valuation, Estates, Highways, Engineering and Property • Social Services Day Services and Work Opportunities – HFT • the Corporate Asset Transfer (CAT) programme (various transfers out)
1.02	The Council is now ready for a second phase of the programme. This phase of the programme is more expansive with a wide range of concepts for alternative service delivery models for existing services and new models for new service innovation. The services currently in scope are: - • CCTV monitoring and control service • Theatr Clwyd • Micro Care (Community based domiciliary care services) • Streetscene and Transportation Trading Services • Housing Revenue Account Trading Services • Food Poverty Enterprise • Green Energy Company
1.03	There are four stages in the development and implementation of alternative or new delivery models: - Stage 1: Proof of concept Stage 2: Planning, due diligence and approvals Stage 3: Transition to the new model Stage 4: Settlement period for the new model The outline details of each proposal, together with a progress assessment against the above 4 stage process, are shown in the following paragraphs:
1.04	**CCTV Monitoring and Control Service.** **Current Position:** At Stage 3. Proposals presented to Cabinet and approved in June 2019. **Details:** Relocation of the CCTV monitoring service to Wrexham County Borough Council (WCBC) to be managed under a joint services. Flintshire will retain responsibility for fibre costs, camera maintenance and replacement costs.

	Cabinet 18 June Decision: Cabinet supports the merging of the CCTV monitoring function with Wrexham.
1.05	**Theatr Clwyd** **Current Position:** At Stage 2. Proposals for a preferred future model presented to and approved by Cabinet in June 2019. **Details:** the proposed transition of the theatre from a Council-run entity to an independent trust model. **Cabinet 18 June Decision:** Preferred governance model for the future was supported with a full and final report on the preferred model be brought back to Cabinet for a final decision to be made no later than December 2019.
1.06	**Micro Care (Community-based Domiciliary Care Services)** **Current Position:** Mid-Stage 2. Included in the Council Plan for 2019/20. **Details:** Micro Care is as an innovative approach to develop locally based care support models through co-operatives or social enterprises, as a way of strengthening the wider provision of home care due to shortages in independent provision.
1.07	**Streetscene and Transportation Trading Services** **Current Position:** Stage 1. No approvals sought to date. **Details:** To explore the possibility of trading in certain specific areas of service where the Council has the expertise and extendable capacity e.g. private vehicle MOTs.
1.08	**Housing Revenue Account Trading Services.** **Current Position:** Stage 1. No approvals sought to date. **Details:** To explore the possibility of trading in certain specific areas of service where the Council has the expertise and extendable capacity within its Direct Labour Organisation (DLO) e.g. domestic property gas servicing and electrical service.
1.09	**Food Poverty Enterprise** **Current Position:** At Stage 2. Report due to Cabinet July 2019. **Details:** The Council and its two foundation partners have been exploring a number of options to create a food preparation and distribution hub in Flintshire to address food poverty. The proposed business model is a new social enterprise business.
1.10	**Green Energy Company** **Current Position:** Stage 1. No approvals sought to date. **Details:** A local authority owned green energy company could have a number of functions including becoming a private sector energy supplier, developing

renewable community energy generation assets, and providing energy advice for company audits and statutory compliance requirements. Opportunities will be provided in this field by the North Wales Economic Growth Bid.

2.00	RESOURCE IMPLICATIONS
2.01	The concept and initial scoping work for the individual projects has been undertaken to date by colleagues within the individual portfolios. Specific project development capacity will be provided through invest to save and national funding sources as required.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Individual and specific consultation processes will apply to each project. This will include Cabinet Member and the respective Overview and Scrutiny Committee.
3.02	Progress of the overall ADM programme will be reviewed by the Organisational Change Overview and Scrutiny Committee.
3.03	The developing proposals and final agreements will subjected to workforce and Trade Unions consultation.

4.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
4.01	Each proposed model will be risk assessed as it progresses. There will be a detailed report on each prior to any formal decision being recommended to adopt each new model. These reports will explore due diligence, risks, benefits and impacts in detail.
4.02	Under the five delivery principles of the Well-being of Future Generations Act a successful Alternative Delivery Programme can have the following impacts as demonstrated with the first phase of our own local programme: -

Ways of Working Principle	Impact
Long-term	• Positive impact on longer-term service planning with greater independence
Prevention	• Some new models will include services which have positive preventative impacts for people
Integration	• New models can include collaborative models with partners which integrate like services under on model
Collaboration	• As above
Involvement	• New models can have more inclusive management and community engagement governance arrangements

	Impacts will be evaluated in the specific reports which will follow.
4.03	A successful programme will also have multiple impacts on the seven well-being goals of the Act for a Wales which is prosperous; resilient; healthier, more equal, cohesive, vibrant and globally responsible. Impacts will be evaluated in the specific reports which will follow.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS AND CONTACTS
6.01	None. **Contact Officer:** Colin Everett **Telephone:** 01352 702101 **E-mail:** chief.executive@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Alternative Delivery Models (ADMs)** – different service models, to the current, for the future of Council services e.g. trading companies, social enterprises, contracting-out **Well-being of Future Generations Act** – legislation of the National Assembly for Wales which requires devolved public bodies to plan sustainably for the future

Mae'r dudalen hon yn wag yn bwrpasol

CYNGOR Sir y Fflint Flintshire COUNTY COUNCIL

ORGANISATIONAL CHANGE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Monday 9th September 2019
Report Subject	Flintshire Food Enterprise and the Food Poverty Response
Cabinet Member	Cabinet Member for Corporate Management & Assets
Report Author	Chief Officer (Housing & Assets)
Type of Report	Strategic

EXECUTIVE SUMMARY

Food poverty is best defined as *'people not having access to good fresh food by choice'* and referring to the definition and 'if you feed people well, they are more likely to get out of their crisis'.

The County Council and partners – Clwyd Alyn Housing and Can Cook – previously decided to provide support to those who were most vulnerable had access to good fresh food.

During the course of the Holiday Hunger campaign positive publicity was generated and over 17,000 meals were delivered to children in our communities who otherwise might have gone in need during that holiday period. Due to the success of the 2018 campaign, this has been repeated and the response much bigger in 2019.

Since then the Council and its partners have been exploring a number of options which will see progress maintained through the development of a longer term and sustainable solution to food poverty.

The business model is for a new social enterprise business with the three partners having equal rights for the management and delivery of the operation. Food will be prepared in Flintshire through a number of hub locations with a main food preparation hub in the Shotton area.

RECOMMENDATIONS

1.	That the committee endorse and support the proposal for a new Social Enterprise model which will make a significant contribution to reducing food poverty in the County.

REPORT DETAILS

1.00	BACKGROUND
1.01	Food poverty is best defined as *'people not having access to good fresh food by choice'* and referring to the definition and 'if you feed people well, they are more likely to get out of their crisis.
1.02	It is known that for every £1 spent on food 37p is added for diet related diseases that require treatment later. Current estimates indicate that as many as 1 in 4 families now require food assistance at some point and of those families most have children who are going hungry for 2/3 days a week. Moreover, hidden/stigmatised hunger is now a major problem, with 8 out of 10 people staying out of the current food bank system. It is a public health crisis that has serious implications for children's learning, wellbeing and life chances, a crisis that hinders parents' ability to alleviate the crisis, because they themselves fall hungry, their ability to make the decisions necessary to improve their ability to make decisions necessary to improve their circumstances are seriously impaired.
1.03	In direct response to the issues set out above, the Council and partners (Clwyd Alyn Housing and Can Cook) previously decided to provide support to those who were most vulnerable and did not have access to good fresh food. During the course of the that period the partnership developed a delivery plan which sought to ensure children were fed across the school holidays and other groups such as those residing in hostels, were also fed well.
1.04	During the course of the Holiday Hunger campaigns a great deal of positive publicity was generated and over 17,000 meals have been delivered to children in our Flintshire's communities who would otherwise have been at risk of going hungry during that holiday period.
1.05	The Council and its partners have been exploring a number of options which will see progress maintained through the development of a longer term and sustainable solution to food poverty. Flintshire County Council has been working with Can Cook to produce a plan.
1.06	The plan, developed in consultation with the Flintshire Food Poverty Group, would at first: - Identify the gaps and issues within the localised food aid offer and; - Address those issues, by designing a local social-food-enterprise that could address some of the issues in the long term.
1.07	This work, which is based on the creation of a new enterprise, the precursor to a wider plan for Flintshire.
	THE PROPOSED FOOD ENTERPRISE
1.08	The proposed model of delivery is for a new social enterprise business, with the three partners, having equal rights for the management and delivery of the operation. The mission of the company will be to "connect everyone with good fresh food".

	Food would be prepared in Flintshire through a number of hubs locations with a main food preparation hub in the Shotton area.
1.09	The model which is set out below aims to deliver the following:- • Production of good fresh meals using surplus vegetables purchased at reduced rates; • A provider for catering in housing associations; nurseries and workplaces which will generate a surplus which will then be redistributed to establish free/subsidised meal supply for vulnerable groups • To supply meals as an alternative to a "meals on wheels" model. This will directly compete with commercial sellers in this area, but will be very different in that the "community hubs" that we establish will directly benefit from the number of meals they order, this can then be utilised by the "hub" for a community purpose
1.10	A primary aim will be to reach and develop sustainable models for people to access good affordable fresh food, particularly linking in with work we do and services we provide such as: • Domiciliary care and linking food provision with care services • Developing a transition programme from food aid to food purchase for vulnerable groups, i.e. homeless families • To link in with services which support residents and embed support around food provision within those services • To use food provision as a catalyst to begin to tackle loneliness and isolation
1.11	The model anticipates that the partners will provide an initial investment in year 1 and 2 of £375,000 broken down as follows:- Clwyd Alyn - £225,000 (Year 1 £125k, Year 2 £100k) Flintshire County Council £150,000 (Year 1 £100k, Year 2 £50k)
1.12	Discussions have been ongoing between the partners and a number of issues are in the process of being resolved. These include: • Inclusion of the social value narrative as a basis for the business plan, this is to include the things that are important to Flintshire County Council and to provide a clear steer to the organisation from the outset • Legal documents and terms for the business which will be drawn up over the Summer months • Clear map of the external bids and the indicative prospects of these. • Development of an ethical employment model

2.00	RESOURCE IMPLICATIONS
2.01	The proposal will create employment opportunities within Flintshire.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Discussion with prospective partners is ongoing at the moment.

4.00	RISK MANAGEMENT
4.01	Food Poverty has been identified as a significant issue and risk to our communities and has been included within the draft Council Plan under the theme of 'Caring Council, Protecting People from Poverty'. Tackling food poverty is an important means of increasing equality of opportunity for all Flintshire residents.

5.00	APPENDICES
5.01	None

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	**Contact Officer:** Neal Cockerton **Job Title:** Chief Officer, Housing and Assets **Telephone:** 01352 703169 **E-mail:** neal.cockerton@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Holiday Hunger Campaign - It has been recognised many children receiving free school meals do not eat a regular hot meal over the six weeks summer holidays due to their family being in food poverty. During the Summer of 2018 Flintshire County Council along with partners delivered a programme called "Share your lunch" which served around 18,000 hot meals to children in selected play scheme sites during the six week holiday period.
7.02	Social Enterprise - a business with a conscience that is driven by a cause. It focuses on the impact it has on people or the environment and generates profit which it ploughs back into the community.

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Flintshire
COUNTY COUNCIL

ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE	

Date of Meeting	Monday 9th September, 2019
Report Subject	Year-end Council Plan Monitoring Report 2018/19
Cabinet Member	Leader of the Council and Cabinet Member for Education; and Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive; Chief Officer (Housing and Assets); and Chief Officer (Social Services)
Type of Report	Operational

EXECUTIVE SUMMARY

The Council Plan 2018/19 was adopted by the Council in June 2018. This report presents a summary of the monitoring of progress for the Quarter 3 (October – December 2018) position of 2018/19 for the Council Plan priority 'Connected Council' relevant to the Organisational Change Overview & Scrutiny Committee.

Flintshire is a high performing Council as evidenced in previous Council Plan monitoring reports as well as in the Council's Annual Performance Reports.

RECOMMENDATIONS	
1	That the Committee consider the Year-end Council Plan 2017/18 Monitoring Report to monitor under performance and request further information as appropriate.

REPORT DETAILS

1.00	**EXPLAINING THE COUNCIL PLAN 2018/19 MONITORING REPORT**
1.01	The Council Plan monitoring reports give an explanation of the progress being made toward the delivery of the impacts set out in the 2018/19 Council Plan. The narrative is supported by performance indicators and / or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.
1.02	This is an exception based report and detail therefore focuses on the areas of under-performance.
1.03	**Monitoring our Activities** Each of the sub-priorities have high level activities which are monitored over time. 'Progress' monitors progress against scheduled activity and has been categorised as follows: - • RED: Limited Progress – delay in scheduled activity; not on track • AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track • GREEN: Good Progress – activities completed on schedule, on track A RAG status is also given as an assessment of our level of confidence at this point in time in achieving the 'outcome(s)' for each sub-priority. Outcome has been categorised as: - • RED: Low – lower level of confidence in the achievement of the outcome(s) • AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) • GREEN: High – full confidence in the achievement of the outcome(s)
1.04	**Monitoring our Performance** Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG (Red, Amber Green) status. This is defined as follows: - • RED equates to a position of under-performance against target. • AMBER equates to a mid-position where improvement may have been made but performance has missed the target. • GREEN equates to a position of positive performance against target.
1.05	There are no performance indicators (PI) which show a red RAG status for current performance against target, relevant to the Organisational Change Overview & Scrutiny Committee.
1.06	There are no major (red) risks identified for the Organisational Change Overview & Scrutiny Committee.

2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications for this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Council Plan Priorities are monitored by the appropriate Overview and Scrutiny Committees according to the priority area of interest.
3.02	Chief Officers have contributed towards reporting of relevant information.

4.00	RISK MANAGEMENT
4.01	Progress against the risks identified in the Council Plan is included in the report at Appendix 1.

5.00	APPENDICES
5.01	Appendix 1 - Council Plan 2018/19 – Year-end Monitoring Report – Connected Council.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	**Council Plan 2018/19: http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx** **Contact Officer:** Ceri Shotton **Telephone:** 01352 702305 **E-mail:** ceri.shotton@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Council Plan:** the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish a Council Plan.
7.02	**Risks:** These are assessed using the improved approach to risk management endorsed by Audit Committee in June 2015. The new approach, includes the use of a new and more sophisticated risk assessment matrix which provides greater opportunities to show changes over time.

7.03	**Risk Likelihood and Impact Matrix**

The new approach to risk assessment was created in response to recommendations in the Corporate Assessment report from the Wales Audit Office and Internal Audit.

7.04	**CAMMS – An explanation of the report headings**

Actions

Action – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority.

Lead Officer – The person responsible for updating the data on the action.

Status – This will either be 'In progress' if the action has a start and finish date or 'Ongoing' if it is an action that is longer term than the reporting year.

Start date – When the action started (usually the start of the financial year).

End date – When the action is expected to be completed.

% complete - The % that the action is complete at the time of the report. This only applies to actions that are 'in progress'. An action that is 'ongoing' will not produce a % complete due to the longer-term nature of the action.

Progress RAG – Shows if the action at this point in time is making limited progress (Red), satisfactory progress (Amber) or good progress (Green).

Outcome RAG – Shows the level of confidence in achieving the outcomes for each action.

Measures (Key Performance Indicators - KPIs)

Pre. Year Period Actual – The period actual at the same point in the previous year. If the KPI is a new KPI for the year then this will show as 'no data'.

Period Actual – The data for this quarter.

Period Target – The target for this quarter as set at the beginning of the year.

Perf. RAG – This measures performance for the period against the target. It is automatically generated according to the data. Red = a position of under performance against target, Amber = a mid-position where improvement may have been made but performance has missed the target and Green = a position of positive performance against the target.

Perf. Indicator Trend – Trend arrows give an impression of the direction the performance is heading compared to the period of the previous year:

- A 'downward arrow' always indicates poorer performance regardless of whether a KPI figure means that less is better (e.g. the amount of days to

deliver a grant or undertake a review) or if a KPI figure means that more is better (e.g. number of new jobs in Flintshire).
- Similarly an 'upward arrow' always indicates improved performance.

YTD Actual – The data for the year so far including previous quarters.
YTD Target – The target for the year so far including the targets of previous quarters.
Outcome RAG – The level of confidence of meeting the target by the end of the year. Low – lower level of confidence in the achievement of the target (Red), Medium – uncertain level of confidence in the achievement of the target (Amber) and High - full confidence in the achievement of the target (Green).

Risks
Risk Title – Gives a description of the risk.
Lead Officer – The person responsible for managing the risk.
Supporting Officer – The person responsible for updating the risk.
Initial Risk Rating – The level of the risk at the start of the financial year (quarter 1). The risks are identified as follows; insignificant (green), minor (yellow), moderate (amber), major (red) and severe (black).
Current Risk Rating – The level of the risk at this quarter.
Trend Arrow – This shows if the risk has increased (upward arrow), decreased (downward arrow) or remained the same between the initial risk rating and the current risk rating (stable arrow).
Risk Status – This will either show as 'open' or 'closed'. If a risk is open then it is still a relevant risk, if the risk is closed then it is no longer a relevant risk; a new risk may be generated where a plan or strategy moves into a new phase.

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Annual Performance Progress Report

Flintshire County Council

Print Date: 11-Jul-2019

Connected Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 Build stronger social enterprises with the sector itself leading development of the sector	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2017	31-Mar-2019	95.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

There are estimated to be around 40 Social Enterprises operating across Flintshire. A network has been created to enable them to meet up and learn from each other. A framework for health checks has been created and offered to social enterprises to give them assurance and advice regarding their long term viability. This is optional and has not yet been adopted, but will continue to be offered and promoted. Growth of social enterprises in the current financial year is expected to exceed targets, with a number of very positive examples of social enterprises winning business awards in Flintshire in recent months in categories also open to private sector companies. Social enterprise is thriving in Flintshire and, linked to the community resilience priority within Flintshire's Wellbeing Plan, will continue to be supported to grow. Ambitions for the future include building on private sector links, as trialled with Galliford Try, and linking into social value opportunities to provide proactive support to social enterprises to work with their communities.

Last Updated: 17-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.2 Grow the capacity of the social enterprise sector and Alternative delivery Models (ADMs) to become more self-sustaining.	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2017	31-Mar-2019	95.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The framework to support and enable Social Enterprises (SE) in Flintshire is developing, with health check tools and networks in place to support ongoing resilience. A first networking event between social enterprise and private sector businesses was held in November 2018 to begin to identify opportunities for partnership working and cross-business support. Eighteen arrangements were identified from the first meeting. We are also seeking Social Enterprise accreditation for Flintshire to provide a framework against which we can check the support we provide. Monitoring and reporting arrangements are also in place for key Alternative Delivery Models, such as Aura and Holywell Leisure Centre to ensure that progress is clearly understood on an ongoing basis while the businesses establish themselves following transfer. The social value framework which is being developed under the banner of Community Resilience will provide an opportunity to access additional resource and investment to support SEs to tackle key issues and provide vital support in communities across Flintshire. This could be in many forms including funding, mentoring, pro bono work and supply of materials.

Last Updated: 17-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.4 Ensuring and delivering community benefits	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2017	31-Mar-2019	95.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

A Community Benefits Working Group has been established in the Council to develop an approach for the ongoing management of community benefits (social value) which is both cost effective and sustainable. A report was submitted to Chief Officers in January 2019 submitting options for the ongoing management and growth of an approach, and evaluating the potential return on investment from different options. This report has been informed by consultation with partners, who unanimously agreed during discussions that development of a robust approach has potential to deliver significant return for Flintshire if it is designed and progressed properly. It has been agreed that a Social Value Officer will be recruited to manage this agenda and work is underway to define a framework of Public Services Board, corporate and community priorities which will underpin investment by contractors. In this way, we can maximise the impact that social value can have in supporting delivery of agreed priorities for the benefit of our communities. Work is also underway to procure a system to underpin the management of social value to ensure we can be transparent and fully evaluate the impact we are having. This will get properly underway through 2019-20.

Last Updated: 18-Jun-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.5 Enabling the third sector to maximise their contribution.	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2019	80.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Social Value Strategy developed and approved with specific social objectives enabling the social sector to show their unique delivery and value against. Flintshire Local Voluntary Council (FLVC) and the Communities First Social Enterprise Officer are delivering specific support to the sector including supporting any further community asset transfers. As part of the Resilience theme for the Public Services Board, work involving key organisations in the areas of Holywell, Shotton, and Flint have been prioritised and showcased. Work is continuing to enable commissioners to procure to the third sector with the recent procurement of support from the third sector for disability based services as an example. Through the Compact group a review of third sector core funding arrangements is almost complete to maximise opportunities and contribution of the sector.

Last Updated: 16-Aug 2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.6 Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:

Much progress has been made during the year. We have been awarded the Silver Award for the Ministry of Defence's Employee Recognition Scheme; being very close to gaining the Gold Award. The Award Ceremony was held in November in Cardiff and was recognised at County Council in January. Many community projects to commemorate the Centenary of WW1 have been supported and promoted. Grants have been applied and awarded for 2 specific partnership projects; one in Talacre and one in Connah's Quay. Work is underway to plan for the 75th D Day celebrations in June. The Annual Report has been published. The partnership Covenant group has been split into two parts; i) Strategic and ii) networking across partners.

Last Updated: 01-Apr-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.7 Ensure that the Council maximises its contribution to achieving the priorities of the Public Services Board's Well-being Plan	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:

The Public Services Board continues to perform well against the objectives (priorities) of the Well-being Plan - which is monitored twice yearly. At the last meeting of the Board in May, 4 of the 5 priorities were tracked as making good progress. It was agreed that the 'Economy' priority would be 'stood down' for now as most of the in-year activities are regionally led; it will be picked up again once decisions and actions become more localised. A regional workshop was arranged with Town and Community Councils to support and provide direction for their responsibilities to explore joint working opportunities.

Last Updated: 18-Jun-2019

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Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.2.1M01 Number of assets sustained through the CAT programme	33	78	⬆	33	🟢🟠🔴 GREEN

Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets
Reporting Officer: Yvonne Stacey - Property Technical Administrator
Progress Comment: The total number of assets in the CAT programme is 78. The breakdown of this is, 52 CAT's at Business Case Development Stage, 13 CAT's at the Legal Stage (not completed) and 13 Legally Completed Stage. During the year 172 CAT's have dropped out naturally or due to complications.

Last Updated: 02-May-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.3.1M01 Percentage of contracts over £25,000 that include Community Benefit clauses	No Data	26.68	N/A	20	🟢🟠🔴 GREEN

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Lee Evans - Procurement Systems Officer and Data Analyst
Progress Comment: Q1 - 5 of the 6 contracts awarded. Q2 - 8 of the 15 contracts awarded. Q3 1 of the 3 Contracts awarded and Q4 -3 of the 12 contracts awarded

Last Updated: 30-Apr-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.4.1M01 Third Sector playing a major role in 4 community resilience programmes: CATS's, Social Prescribing , Holway area work; Shotton area work	No Data	4	N/A	4	🟢🟠🔴 GREEN

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Cher Lewney - Digital Customer & Community Resilience Programme Manager
Progress Comment: Steady progress is being made in all 4 areas of community resilience; especially the Holway area work where a successful community event took place involving all generations and tenures. This needs to be maintained and continues to be an active partnership activity.
The other 3 areas of resilience work continue to be developed at the relevant pace.

Last Updated: 26-Oct-2018

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.5.1M01 Percentage of key Council activities from the Flintshire Well-Being Plan delivered	No Data	100%	N/A	95	GREEN

Lead Officer: Colin Everett - Chief Executive
Reporting Officer: Karen Armstrong - Corporate Business and Communications Executive Officer
Progress Comment: All Council Plan activities which are shared with our partners as part of the Public Services Well-being Plan are monitored quarterly. At the Public Services Board meeting in July, all actions had been progressed in accordance with the Delivery Plan. The Annual Report for the Well-being Plan summarises the achievements made during the year.

Last Updated: 16 – Aug 2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.2M02 (PAM/017) Number of visits to leisure centres per 1000 population	7159.79	7732.26	↑	7492.15	GREEN

Lead Officer: Colin Everett - Chief Executive
Reporting Officer: Paul Jones - Business Improvement & Performance Manager
Progress Comment: Aura's total figure excludes participation figures for two sites, Connah's Quay Swimming Pool and Holywell Leisure Centre, both community asset transfers, which were managed by Flintshire County Council pre-30 May 2016 and pre-1 April 2017 respectively. Both sites combined were previously responsible for over 300,000 visits per year.
Aura's Business Plan for 2018/19 included a target to increase participation by 5% (or 7,492.15 per 1,000 pop.). Aura actually achieved an increase in participation of 8.37%.

Last Updated: 15-May-2019

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.3M03 The amount of grant funding successfully awarded to support local Flintshire Schemes	No Data	67368	N/A	10000	GREEN

Lead Officer: Karen Armstrong - Corporate Business and Communications Executive Officer
Reporting Officer: Fiona Mocko - Strategic Policies Advisor
Progress Comment: There have been three additional submissions for grants which have been successful, resulting in grants of £42000 for Flintshire projects. These include grants for Connah's Quay High School and Ysgol Maes Garmon and a grant for an external organisation based in Flintshire who will be providing services for Veterans.

Last Updated: 02-Apr-2019

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KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP5.1.6.4M04 Number of Council policies revised to take account of the Armed Forces Covenant	2	4	↑	2	🟢🔴🔴 GREEN
Lead Officer: Karen Armstrong - Corporate Business and Communications Executive Officer **Reporting Officer:** Fiona Mocko - Strategic Policies Advisor **Progress Comment:** The Armed Forces Reserves policy has been reviewed and updated to include Cadet Forces Adult Volunteers, allowing employees who are volunteers with Cadet Forces additional time off for their annual training with the Ministry of Defence. Human Resources are now capturing information on the number of Veterans who apply for and obtain posts within the Council. Last Updated: 02-Apr-2019					

Risks

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	Open

Potential Effect: Lack of capacity to and desire of the sector resulting in unsustainable community and social sector projects such as Community Asset Transfers and Alternative Delivery Models
Management Controls: Work with Flintshire Community Voluntary Sector, Co-operative Wales, and local community groups and social enterprises to develop skills.
Progress Comment: Sustained progress on growth of the social sector with development of new Community Asset Transfers and Alternative Delivery Models. The emphasis will now be on sustaining this delivery and maximising its impact. Regular review meetings and partnership board meetings are in place.

Last Updated: 17-Apr-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models (ADM's)face	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	Open

Potential Effect: More competition from other agencies or decreasing use of the services means they are in the future unsustainable
Management Controls: Continue to work with the Alternative Delivery Models (ADM's) to grow their entrepreneurial skills and meet with them annually at least to review progress
Progress Comment: Established reviews are planned with each of the Alternative Delivery Models. Two reviews have taken place with Aura Leisure and Libraries and concluded that the first year business plans have been delivered. Second year business plans are currently underway.

Last Updated: 01-Jul-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models (ADM's)	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	Open

Potential Effect: Reductions in funding to these models by the public sector resulting in the new to stop or close services and facilities
Management Controls: Support to Alternative Delivery Models (ADM's) to ensure their financial plans are resilient if public funding decreases
Progress Comment: Review meetings are providing an update on the future financial context so organisations can plan for potential reductions when appropriate.
Business Plans for 2019/20 are currently being prepared and shared with the Council and these will identify if funding for the future enables the organisations to be sustainable. These plans show funding levels for organisations moving forward into 2019/20 are sustainable.

Last Updated: 02-Jul-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Procurement regulations stifling our ability to develop local community and third sector markets	Gareth Owens - Chief Officer - Governance		Amber	Amber	↔	Open

Potential Effect: Social and third sector organisation not able to grow through the winning of new contracts
Management Controls: Work with procurement and commissioning teams to identify the most effective way of working with the community and third sectors. The emerging social value policy will enable us to place greater emphasis on the importance of third sector bodies thereby increasing their chances of winning contracts.
Progress Comment: The recently approved social value policy will enable the Council to place greater importance on the third sector when awarding contracts which will help the sector to secure work. It is possible to ring fence contracts to third sector providers and the Council will identify opportunities where this is appropriate for forthcoming procurement exercises.

Last Updated: 02-Jul-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	Open

Potential Effect:

Management Controls: Open book accounting by key social enterprises with the council and where issues identified cooperative work to resolve these.

Progress Comment: Review meetings have been held with all Community Asset Transfers (CATs) that transferred 2015-17. The second year review meetings are now complete as are the first reviews for organisations that took on Community Asset Transfers after 1 April 2017.

Last Updated: 02-Jul-2019

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